Recruiting and Hiring Workbook

…a part of The Program Director Academy

The task of recruiting and hiring staff members for your Parisi Speed School (PSS) is one of the most important things you will do to ensure a productive and profitable business. The effort should not be taken lightly, as quality employees will be your most important factor to success!

The recruiting and hiring process is not a single event that takes place whenever you have an opening. Only looking for qualified candidates when you "need" them often leads to desperate hiring – and desperate hiring leads to unqualified or ineffective candidates. It becomes a vicious, reactive cycle.

Like any good coach who **plans the bench** in anticipation of the star player getting injured, you should always have a back-up plan for replacing staff members "just in case." This plan involves always being on the lookout for good talent, both inside and outside your facility. Just because you don't have a position open at the moment does not mean you can't talk to someone who impresses you about a future with your PSS.

The Process

Recruiting and hiring employees is a process. Proactive Owners, General Managers, and Program Directors who want to ensure they are getting the absolute best candidates available don't "shoot from the hip," but rather follow a well-thought-out and practical process.

There are many good methods out there, but the PSS Recruiting and Hiring Process was derived from the processes that many fortune 100 companies (such as Marriott, Inc., Georgia Pacific, Whirlpool Corp, etc.) use to attract the best talent and grow the depth of their bench strength.

Review the graphic of our process shown on the right of this page. Next, we will examine each of these areas in more depth.

Recruit Qualified Candidates

Recruiting Sources

You and your franchise leaders should be in a constant mode of recruiting. As stated earlier, building bench strength is an ongoing process that ensures you have qualified candidates waiting in the wings.

But how does one recruit qualified candidates? It is a good question and one that has many answers. Effective methods for recruiting have a lot to do with whom you are recruiting.

Review the following list that the Parisi network tells us are good sources for recruitment:

- Existing employee referrals
- Local universities, community colleges, and trade schools
- Local periodicals and online bulletin boards
- Industry associations such as IRSA, NSCA and others
- Online job searches and networking sites like Indeed, LinkedIn, Zip Recruiter, etc.

No doubt you are familiar with many (or all) of these. We believe they can be categorized into two buckets.

The first bucket focuses on **recruiting local talent**. When recruiting locally, the best and least expensive efforts come from the first three bullets and Craig's List. In most cases, potential candidates are using these sources to look for employment.

If you feel that your local surrounding area will not produce the talent for which you are looking, then you need to **expand your search regionally**. We define local areas pretty much by the reach of the local newspapers, whereas regionally encompasses approximately a seventy-five mile radius of other cities and towns within an hour of your location.

Ongoing University, College, and Trade School Relationships:

Local universities, colleges, and trade schools can be excellent resources for qualified candidates.

Most of these institutions have a placement office, which will be the place you need to start. However, networking with the professors, coaches, and other faculty is KEY to making this effort successful. These are the people who actually know the students – both their personalities AND skills.

This effort will not happen overnight, but if you take the effort to create these relationships, they will continually produce good, qualified candidates for your consideration.

Unless you are willing to pay for moving expenses, searching much beyond that will probably result in a wasted effort.

The second bucket applies to your regional search and encompasses the last two bullets above. While many of these are nationally-focused, they have regional filters. Even in those cases where they do not, if you state that you are not willing to pay moving expenses, candidates will often self-deselect and you will obtain the same results.

The other powerful tool for recruitment you have is yourself! Being a part of the industry and out-and-about in your community, you are always meeting people who might be potential candidates. The fact that you do not have any open positions, or an individual has a job at the moment does not preclude you from giving impressive people your card and telling them to contact you if they are ever interested in becoming a part of your PSS.

Recruiting Advertisements

Before starting your recruitment efforts, it is important to think about what it is you want in an employee and what the position in your PSS entails. Refer to the position's job description for a start. If you don't have job descriptions, this will be a great time to create them. It will not only help you focus your thoughts, but you will need it later in the process anyway. Parisi support has created general job descriptions to make it easier for you. Sign into your account on www.parisischool.com

For example, the main responsibilities for a Performance Coach center upon the following:

- Delivers quality/knowledgeable youth training
- Builds rapport with young athletes and parents
- Becomes involved in youth events within the community

If this is the case in your PSS, then simply looking for a great trainer may not result in a good candidate. As a matter of fact, the following attributes would be more fitting for this position:

- Enjoys working with young athletes and understands their uniqueness
- Relates comfortably to youth and parents alike
- Is interested in community youth sports
- Has a passion for health and fitness

Therefore, some appropriate ads might read like these:

> Are you a SELF-MOTIVATED, OUTGOING FITNESS COACH who is locally sports-focused and loves seeing kids succeed? We are looking for such an individual to train our young athletes, ages 7 – 18 in small group and semi-private sessions. After being extensively trained, this individual will be responsible for delivering a prescribed, but flexible program. This part-time position offers flexible, consistent hours and an opportunity for growth into a full-time position, if desired. To apply, send your resume to XXXXX for consideration.

> Do you love the health and fitness industry? Do you like coaching young athletes and getting the satisfaction of seeing them grow and increase their competitive skills? We are looking for such an individual to be part of our team at our youth athletic training facility. After being extensively trained, this individual will be responsible for delivering small group and semi-private training to our youth, ages 7 – 18. In addition, our ideal candidate will have the skills to build ongoing parent rapport, as well as rapport with our youth sports-minded community. An outgoing personality is a must! If you are the type of person who wants to control your own success, this position might be perfect for you! To apply, send your resume to XXXXX for consideration.

There are many ways to write recruiting ads, but here is our list of "Do's" and "Don'ts" for you to consider:

Do's:	Don'ts:
• Focus on self-motivation and outgoing personality as a large part of the job • Be certain to mention that the job includes education, which is an element that today's workforce is always looking for in a search • Include enough of a description that the reader has the ability to self-select or self-deselect • Make sure that the love for kids is mentioned • Always include a quick rundown of job responsibilities	• Limit your potential applicants by including a lot of filters such as education, minimum years of experience, etc. • Focus only on health and fitness backgrounds • Limit your ad (usually because of cost) to such a benign ad that no one pays attention to it • Make the position sound different than it truly is • Include specifics about salary or benefits

Slate the Best Candidates

About the Slate

The term "slate" might be new to you, so review the following definition:

Slate: A list of qualified job candidates that is ongoing, constantly updated, and referred to when qualified candidates are needed.

The important thing about a slate is that it is ongoing. If you keep your slate up-to-date, you might find that you don't even have to recruit when in need of an employee. You might have a list of very qualified candidates right at your fingertips!

So how does a slate work? A slate should only contain names of candidates who have been screened and qualify to be considered for a position at your PSS. Everyone on the slate might not be your top choice, but nonetheless, they do have the qualifications.

Potential candidates are only removed from the slate if they:

- are hired at your PSS
- move from your area
- are no longer reachable
- are found to be unsuitable for the job

Just because candidates may have a current job does not take them off of your slate. You might find that the best candidates are currently employed elsewhere but may be at a place to consider changing jobs when a position opens at your PSS. If they were not already on your slate, you most likely would not remember them during your search.

It is also helpful to list a few pros and cons about each candidate so you can easily remember him or her without going back to the resume. You can also rank the candidates on their slate (either by number or category) to indicate your top choices.

Your slate might look something like this:

Name/Contact	Priority	Pro	Con
Michael Bennett *745.921.9944*	*1+*	• *Worked as a gym manager* • *Has multiple certifications* • *Outgoing personality* • *Responsible for sales in previous jobs*	• *Current salary is higher than we are offering*
Michelle Steep *mstreep@gmail.com*	*1*	• *PE teacher/loves kids* • *Natural leader* • *Great connections to athletes in community*	• *No nationally recognized certifications*
Jason Deter *745.883.4455*	*2+*	• *Past local athlete w/connections* • *Works with kids and charities* • *Knows a lot of local people*	• *Passive personality*
Mika Millner *456.345.9738*	*2-*	• *Current Parisi Front Desk* • *Knows the program* • *Good employee* • *Great with kids and parents*	• *Not physically minded*

This is only an example and hopefully your slate will have a constant 5 – 10 qualified candidates (per position) once you get your slating process going. The key point is this – wouldn't it be nice to have a list like this to start with when a current employee resigns, or you are considering moving an individual to another position within your organization?

Creating Your Slate

Creating and updating your slate starts with your recruiting process. Every potential candidate that shows interest in working for your PSS or applies to a specific employment ad should be required to submit a resume.

A resume alone does not tell you whether a candidate is qualified for a position, but it does get the process started. Remember – there are good candidates with bad resumes, and there are bad candidates with good resumes! A side-note here is that while presentation, grammar, spelling, etc. are always highly-preferable, you are not hiring for a journalism position. Therefore, never discard a resume on this basis alone.

The first "toll-gate" when looking at a resume should be **qualifications**. Does the candidate have most of the qualifications you identified during your recruitment effort? If the answer is no and you see nothing else on the resume that piques your interest, place the resume in the unqualified pile.

If the candidate's resume has most (or all) of the qualifications, then it makes it to the next "toll-gate" – either a **quick phone interview or email**. The purpose of this step is simple in that people can write anything on a resume. While not implying that anything is basically untrue, everyone tends to make his/her experience appear the best it can be. With a quick conversation or correspondence, you will be able to get to the bottom of the actual experience level for the candidate.

When conducting this interview or correspondence, you will want to ask questions about items on the resume, such as:

- "Tell me about a time during your sales position with XYZ Corporation when you had a particularly difficult close."
- "Tell me about managing the front desk at XYZ health club. What were your responsibilities?"
- "How large is the budget you manage in your current job? How many revenue streams and cost accounts are included?"
- "How do you motivate kids in your current position?"

Being a Courteous Potential Employer:

It is important to let those candidates that did not make your "cut" know that they are not going to be considered any longer.

In addition to this practice being common courtesy, it also builds your PSS's reputation as being a caring employer. That reputation **always** helps in your recruitment efforts.

The answers to these types of specific questions will give you a lot of insight to the actual experience listed on the resume. It also might impress you – or cause you to place the resume in the unqualified pile.

The remaining resumes after these tollgates become qualified candidates for your slate.

Selecting the Right Candidate

Determining How/Who to Interview

The right candidate for your open position is subjective. Only you know who will be the best match to become a member of your team. However, there are several ways you can go about making that decision:

- Single elimination interviews
- Comparison interviews

To make the decision on which type of interviewing method to use, the first question you should ask is, "Do I have a single candidate on my slate that stands out over the rest?"

If the answer is yes, you might want to consider doing a single elimination interview. The value of this method is that is saves you time. However, it is only a good process if you have a preferred candidate because you are not going to interview any other individuals as long as the preferred candidate "nails" the interview.

The comparison interview process takes more time, but you are also able to compare and contrast the candidates' personalities, skills, and backgrounds against each other. If you have multiple candidates on your slate that are similarly qualified and of interest to you, this option should be your interviewing choice. If you do choose this method, select only your top 2 – 4 candidates. All told, assume each person you interview will take about 2.5 hours of your time for preparation, the actual interview, and follow-up.

The "Best" Candidate:

Notice the title does not say the "best candidate!" The best candidate may not always be the "right" candidate. Why? The best candidate might have aspirations far beyond what your position offers and only want the job as a quick "resume builder" or stepping stone to another position. Or the candidate might see this as an opportunity to quickly learn the business in order to open a competitive product. While you can never be certain, the old adage of "If it seems too good to be true – it probably is!" applies here. We are not saying you shouldn't hire this candidate. Based on your circumstances, you might be fine with the risks.

WE ARE SIMPLY SAYING…

PROCEED WITH CAUTION!!!

Conducting the Interview

Interviewing is based on personal style. The more you do it, the better you will get – AND the better your results will be! Keep in mind that the purpose of an interview is to get to know the candidate in terms of personality, behaviors, skills, knowledge, and fit with your PSS team and organization. **It is not to review the candidate's resume!** Therefore, be creative with your interaction in order to "read between the lines" of what the candidate wants you to see!

While there are different techniques to interviewing, there are some common "Do's" and "Don'ts" to be aware of when conducting an interview.

Do's:	Don'ts:
• Know all of your state laws regarding questions you cannot ask during an interview (e.g., age, religious affiliation, ethnic background, etc.) • Find common ground to put the candidate at ease so you can see his/her "real" personality • Ask open-ended questions • Talk 10% and listen 90% of the time • Answer the candidate's questions directly and honestly • Put the candidate in fictitious scenarios to see how he/she would react and handle the situation • Give the candidate a tour of your PSS and look for non-verbal signals that indicate positive/negative reactions • Give the candidate a copy of the job description to review and provide time to actually read it • Toward the end of the interview, outline a range for compensation and benefits (don't be specific until you make an offer at a later date) • End the interview by thanking the candidate and confirming that he/she is still interested in being considered for the job	• Discuss salary and benefits at the beginning of the interview • Ask illegal questions or make illegal comments • Ask the question, "So, can you tell me about yourself?" • Sit behind a desk – instead choose a location that creates "common ground" • Speak to the candidate as if he/she already has the job • Hire a candidate at the conclusion of an interview (even if you "love" someone, give yourself some time to reflect after the interview)

Once you complete the interview(s), ask yourself the following questions about each candidate:

1. Does this candidate possess the personality, skills, knowledge, and behaviors to be successful in this position?
2. Does this candidate have the maturity and depth of experience to be effective on the job?
3. Will this candidate fit well within the culture and team of my PSS and larger organization?
4. Do I believe this candidate is ethical, honest, and responsible?
5. Does this candidate bring unique qualities that will either help or hinder his/her success?
6. How much of my time is going to be required to get this candidate up-to-speed before he/she is effective?
7. Do I believe this candidate will perform at my PSS the way I want the job role to be performed?
8. Do I like this candidate and think I can have confidence in his/her ability?

The answers to these questions should be your litmus test to the candidate's "hire-ability." If you are unsure about a candidate you may want to hire, we suggest a second interview. If so, it might be helpful to let someone else in your organization conduct either a portion of (or the whole) interview. When this is the case, prepare the interviewer by telling them specifically what you want to know.

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Conducting a Performance-Based Interview:

It is one thing for candidates to tell you what they can do. It is an entirely different insight for them to SHOW you! This is what a performance-based interview is all about!

For example, keeping in mind that your candidate probably knows nothing about Parisi training, give the candidate a familiar object (like a stapler). Tell him/her that you want to be convinced to buy the stapler. Give the candidate a few minutes to collect his/her thoughts and begin.

In the case of this example, you are looking for natural sales ability – skills and behaviors like communication, product description, questioning, body language, listening, etc. These will be apparent to you as the candidate "sells" you the stapler.

Remember… this same interviewing technique works well for **any** behavior or skill you want to assess!

Hire to Perform

Making the Job Offer

Too often, managers simply tell a candidate, "You're hired. When can you start?" This is like a realtor asking if you want to buy a house before you know the asking price!

Hiring to perform is a "process" and includes some specific things you must do prior to making an offer to a candidate. As previously mentioned, it is recommended that you never hire on-the-spot during an interview. There are two reasons for this:

- You need time to reflect on the interview by asking yourself several questions (listed on the previous page) regarding the candidate, and
- You need time to prepare the appropriate documents.

Therefore, ALWAYS have a second meeting with your top candidate. This is where you will make the offer and provide the candidate with all of the necessary information to make an informed decision as to whether or not to accept the job. For this meeting, have the following documents prepared:

- A formal offer letter outlining the:
    - parameters of the job (start date, workdays, hours, travel requirements, etc.)
    - salary and any bonus structure
    - fact that the expectations of the job are covered in the Job Description
- The position's formal Job Description and Evaluation
- Any legal documents (such as a non-compete clause) that your organization requires
- Employment documents such as W-4, health insurance, etc.

Conducting a Second Meeting

Begin the second meeting by telling the candidate why you selected him/her as your top candidate and how you want this person to come to work for you at your PSS. Then, provide the candidate with the offer letter, the Job Description and Evaluation, and any legal documents. It is advisable that you excuse yourself from the room for a short period of time so the candidate does not feel pressured and can digest what you are offering. Do not make the mistake of assuming the candidate will take your offer without trying to negotiate.

Upon reentering the room, ask the candidate what questions he/she has that you can answer. This will give the candidate the opening to discuss things that may be disagreeable within the offer.

So, why should you give a candidate this opening? The answer is that it is better to find out what issues he/she has now, rather than getting a call later to back out of the position – or (even worse) having the candidate take the job while searching for a better one!

Prior to the meeting, it is important for you to think about what you are willing to negotiate (and by how much) to get this candidate on your staff. It is like going to an auction – you know the piece you want to buy, so your best strategy is to know your top offer!

If you agree to changes in the offer letter, make the changes via hand and have both you and your candidate initial the changes (in ink) on the document.

At this point, either the candidate will accept the job by signing the offer letter or ask for time to think about it. If the offer is accepted, present the candidate with the employment documents to sign and welcome the individual to the team. Then, reaffirm the start date. You might also want to introduce the new employee to other members of your team (if available and time permits). This reduces the employee's first day on-the-job anxiety. If the candidate wants time to consider the offer, establish a date when he/she will get back with you with an answer.

Whether on-the-spot or after time to consider the offer, don't be surprised if a candidate turns down the job. It happens! If you have already negotiated to your top offer, you simply have no choice but to move onto another candidate. If this happens, don't look at it as a bad thing. It simply means that it was not a good fit! Realistically if he/she had taken the job, it would have probably been short-term anyways. You would have then spent time and effort into developing the employee, yet still end up right back in the hiring situation sooner than you anticipated.

Onboard for Success

Why Onboarding is Important

Most of us would never think of dropping a person that cannot swim into the middle of a lake and saying, "You can do it – just start flapping your arms and kicking your feet." Yet, that is what many managers do to new employees. Swim or drown – and unfortunately, many drown. However, it is often a slow, painful drowning, and they can take the PSS down with them!

Onboarding an employee is essential for many reasons, but the most important is that it sets him/her up for success. If you followed the rest of the process outlined in this guide and made a good hire, don't let it go down the toilet in this last and VERY IMPORTANT step!

Parisi Training:

Being a part of the Parisi network, you have many training resources at your disposal. From our Online University to our Certification Training, we can help you train a new employee. Your main role as a manager is to ensure that your employee gets signed up for the appropriate training, at the appropriate time. Then, all you have to do is ensure that employee is making progress and be available to answer any questions.

How to Onboard a New Staff Member

Onboarding consists of the following actions:

- Use the Job Description and Evaluation as the foundation of a discussion between you and your employee to discuss your expectations, unwritten "hot buttons," key relationships with others in your organization, staff successes and challenges, etc.
- Orient the individual by taking him/her around the facility on the first day and making introductions. This is a great time to let everyone in your organization know that your new employee has your full support and you are confident in his/her ability to be successful.
- Meet with the new employee and the rest of the staff on the first day to turn over job responsibilities to the individual. As before, use this introduction to let the staff know that your new employee has your full support, and you are confident in his/her ability to be successful.

- Determine who and how you can get your new staff member up-to-speed on the critical elements of his/her job in the quickest way possible. Ask the outgoing employee (if still with you) for assistance, as well as the desk staff, Performance Coaches, sales staff and anyone else that can help.
- Set your new employee up for long-term success:
    - Sign him/her up for Certification Training (if/when appropriate)
    - Complete the paperwork and get the employee set up on Parisi's Online University within the first week of employment. Set the expectation of completing this course as laid-out in the curriculum.
    - Follow-up with Parisi's Director of Training after your employee has completed Certification Week to get a review of his/her participation and success. Ask about strengths and weaknesses that you should be aware of in order to address them and assist your new employee in overcoming concerns.
    - Meet with your new employee at least once a week for the first 2-months. During this meeting, discuss accomplishments and challenges the individual is experiencing, and provide guidance where needed.

We have prepared an Onboarding Checklist for you at the end of this guide to help you remember all of the steps needed to successfully onboard your new employee.

As you can see, there is a lot involved in setting up new staff members for success. Is it a lot of work on your part? Absolutely! However, some investment time up front to ensure you have the right person on your staff and then setting this individual up for success will create long-term time savings and a successful PSS for you!

Again, remember that your Parisi Support Team is here to assist you in any way possible. Please utilize our staff and their expertise during the recruiting, hiring, and onboarding process.

We want you and your PSS to be wildly successful – it's how we measure our success!

New Employee Onboarding Checklist

A Successful First Day	
	Discuss your expectations, hot buttons, key relationships with others in your organization, and PSS staff successes and challenges with the new employee. *(Use the Job Description and Evaluation as a foundation for this discussion.)*
	Take the individual on a tour of the facility and introduce him/her to other staff members, including key relationships that he/she will need. *(Use this opportunity to show your full support and confidence in your employee's ability to be successful!)*
	Meet with the PSS staff to "officially" introduce your new employee.
	Develop a plan for getting the employee up-to-speed quickly in the following areas: ○ Delivering the various PSS programs ○ Sales Process ○ Marketing Plan tasks ○ Handling parent rapport responsibilities ○ Conducting evaluations (when/if applicable)
Long-Term Success	
	Sign the employee up for Certification Training (if/when feasible).
	Have employee get registered on the Parisi website, login to Parisi University and have him/her begin completing the online curriculum as prescribed.
	Ask the employee to lead a staff workout to get him/her accustomed to the Parisi protocol and obtain input from more experienced colleagues (if applicable).
	Observe the employee's training session at least twice weekly to assess his/her progress and provide motivational/developmental feedback (if applicable).
	Meet with your new employee at least once a week for the first 2 months to discuss accomplishments and challenges, as well as provide any needed guidance.
NOTES:	